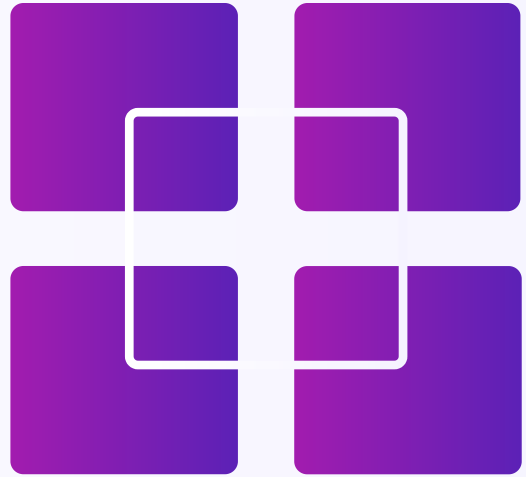
上海纽约大学
NYU SHANGHAI

Lecture 1

Agenda

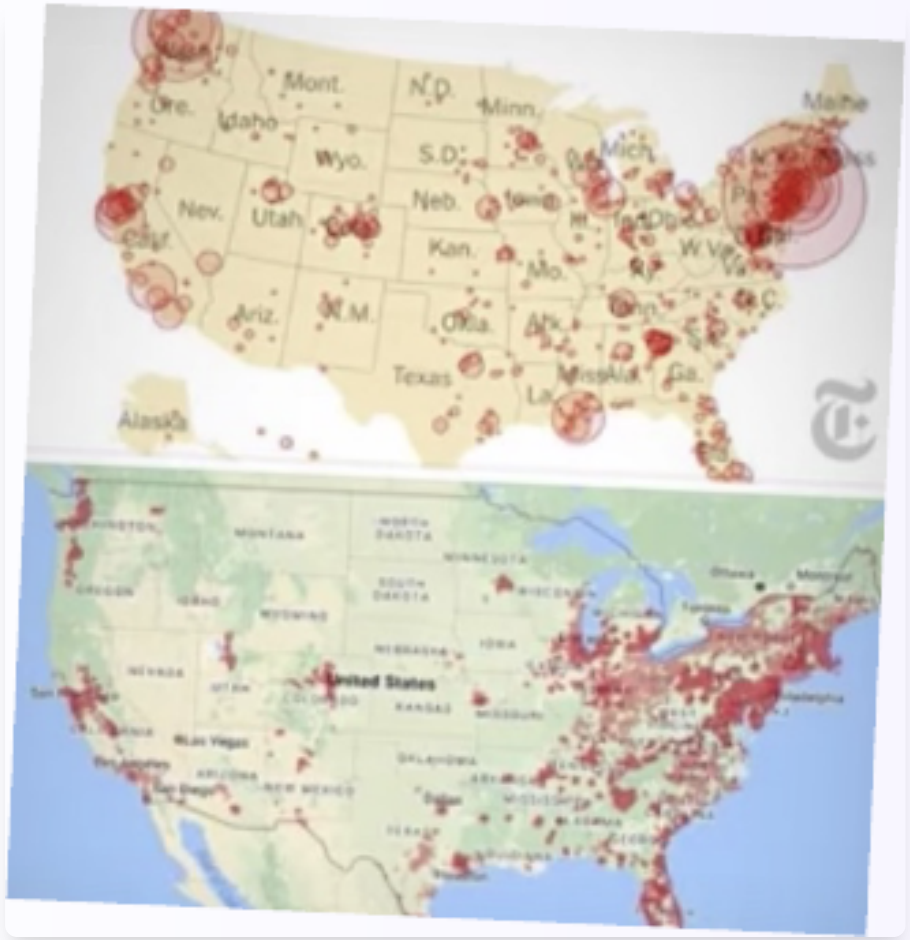
- Course Introduction
- Syllabus
- Organizational Behavior: Topics and Methods
- Planning for the next class



Course Introduction

Course Introduction

- Learn about OB topics and methods
- Write your thesis
- Look into data critically!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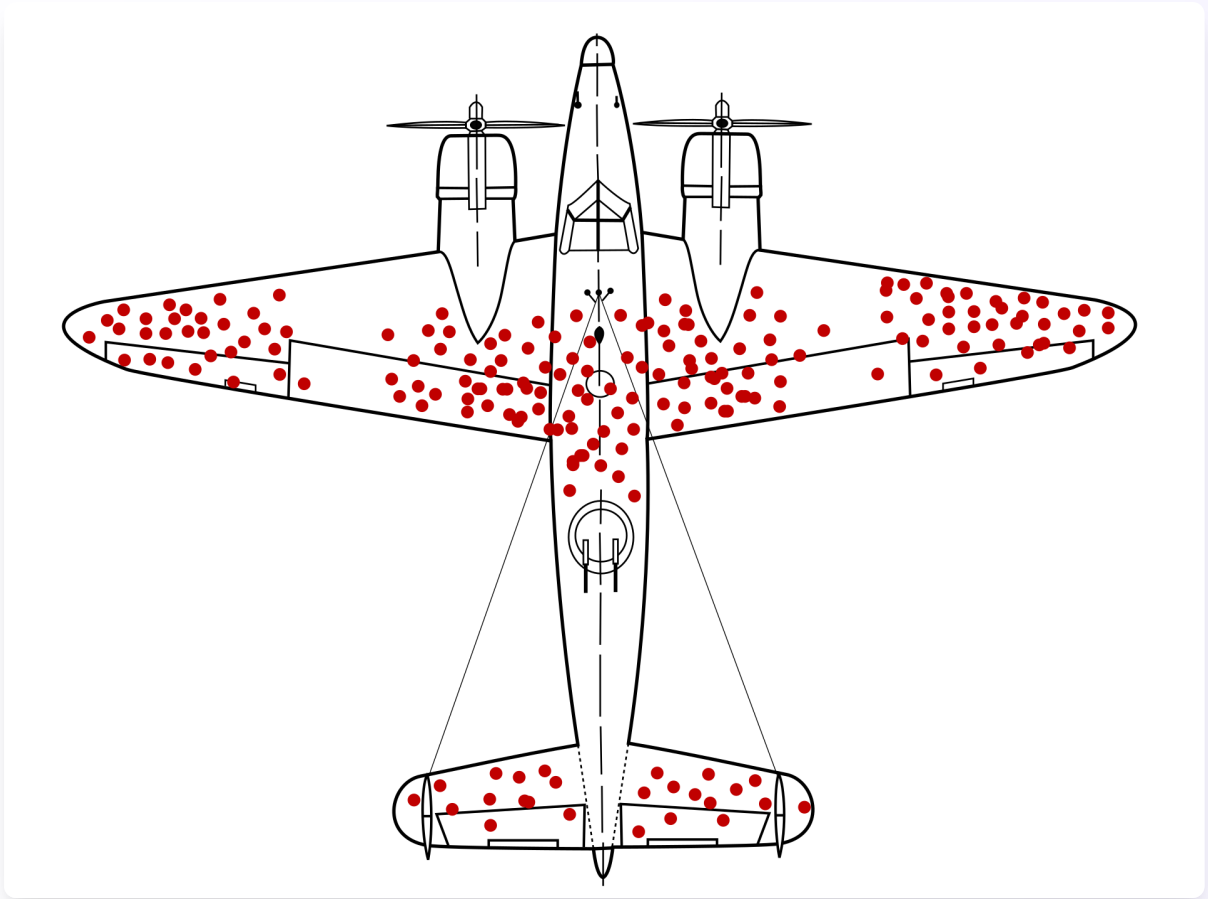
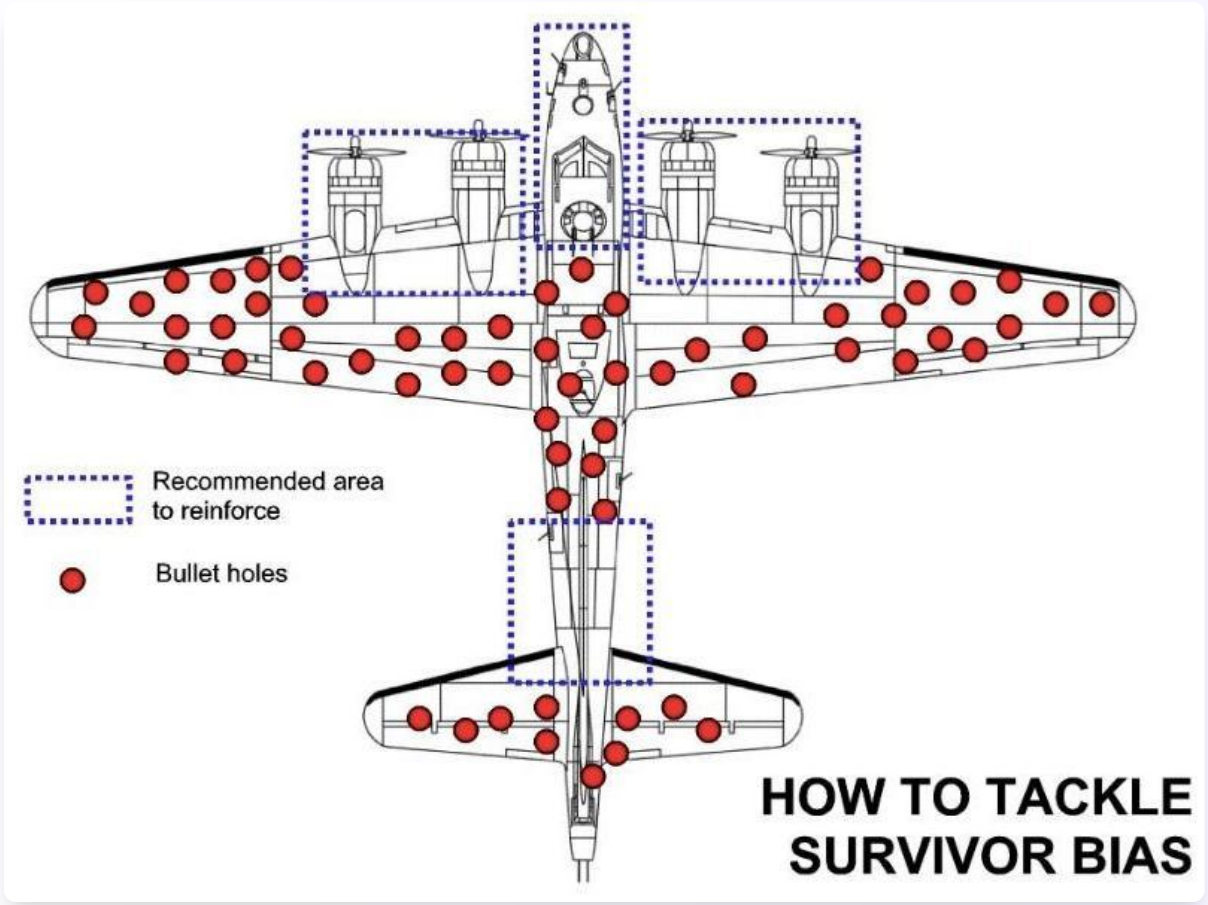
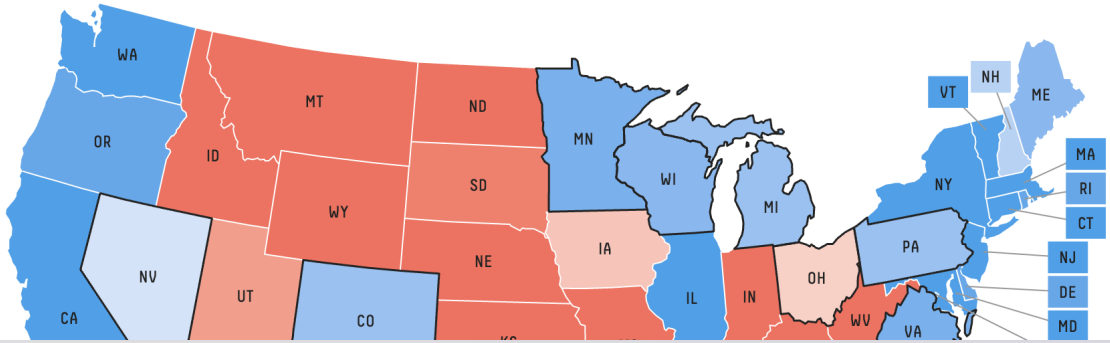



Recommended area
to reinforce
Bullet holes
HOW TO TACKLE
SURVIVOR BIAS

Who will win the presidency?

Chance of winning



Syllabus

Syllabus

- Class components
- What you want to accomplish

Class components

Assignments/Activities	Final Grade
Class participation	40%
Research proposal	10%
Research proposal presentation	5%
Final paper	35%
Final paper podcast	10%

Grading of Assignments

Class participation (40%)

- Comment/question submissions (10%): three questions/ comments
- Discussion facilitator (15%): two of the class topics -> choose!
- Attendance, discussion, and professionalism (15%)

Research proposal and presentation (15%)

- 2-3 page proposal paper (proposal to final paper)
- Presentation of the paper

Final paper and podcast (35%)

- 10 page paper (or any requirement for your thesis)
- Produce a short podcast (instead of presentation)

Your interests

- All the class papers and presentations can be used for your thesis, project, and portfolio
- Your goal in the class?
- Thesis requirements?

Any questions?

Organizational Behavior:

Topics, Methods, and Framework

Organizational Behavior: Topics

- Motivation (e.g., intrinsic, extrinsic, meaning)
- Incentives (e.g., productivity)
- Employee relationships (e.g., friendship, mentorship)
- Status (and power)
- Human resource (e.g., hiring; turnover)
- Feedback (e.g., advice giving, taking)
- Diversity
- Network (e.g., composition, connectedness, ties)
- Decision-making (e.g., biases, errors, interventions)

Organizational Behavior: Methods

- Laboratory experiments
- Field experiments
- Archival data (government data, sports, entertainment)
- Interviews
- Computer simulations
- Network analyses
- Behavioral interventions
- Cases and exercises
- Mixed Methods
- Ethics

How to ask questions

- Let’s talk about how you look into research critically
- Example study

Survey with a goal of assessing employee satisfaction

1. Distributed the survey to the Sales department employees (N=1000)
2. Asked 1) work-from home arrangement, 2) satisfaction, and 3) other measures
3. Received 350 responses
4. Conducted regression analyses: employees who work from home were more satisfied

Framework

- Cialidini: We Have to Break Up
- Chatman & Flynn

We Have to Break Up

What this paper is about:

- Robert Cialdini (video)
- Three major developments in academic psychology (or behavioral science)
  - Cognitive revolution
  - Multiple studies
  - Mediation analyses
- The field of laboratory experiments vs. The field research
  - Overt behavior, instead of cognitive responding
  - One long-term, high-effort study, instead of multiple studies
  - Hard to get mediation data (e.g., hotel guestroom)

“The field’s retreat from the field”

- To laboratory, away from the study of behavior
- Responsibilities to the public

- **Reassign substantially more value to field research**
- **Each method’s strengths and weaknesses**

Full-Cycle Micro-Organizational Behavior Research

Full-cycle psychology

- Field observation of interesting phenomena
- Theorizing about the causes of the phenomena
- Experimental test of the theorizing

Full-cycle organizational research

- Field observation of interesting organizational phenomena (e.g., pay gap)
- Theorizing about the causes of the phenomena
- Experimental tests of the theory
- Field observations

Advantages of observational research

- Provide natural proof (e.g., cognitive dissonance, ROTC)
- Relevance of the phenomenon (e.g., top management team)
- Identify the complexity of the construct

Advantages of manipulation-based research

- Identify causal relationships (why does it happen?)
- Enhancing generalizability (remove the noise)
- Specify boundary conditions (e.g., tipping point)

Advantages of cyclical research program

- Specifying comprehensive theoretical model
- Enabling consideration of both actual and ideal conditions
- Enabling understanding of complex phenomena
- Assessing reciprocal influence between people and situations
- Injecting flexibility into a research program
- Encouraging interdisciplinary integration

An example of full-cycle research (Staw in the paper)

- **Cycle 1**: Personal observation -> develop initial tenets of theory
  - The Voice
- **Cycle 2**: Initial scientific test of the validity of the observation
  - Survey, experiments
- **Cycle 3**: Explore natural phenomenon in its full complexity and verify ideas in the field
  - Content analysis, decision analysis
- **Cycle 4**: Develop new ideas from research and observations in the field
  - Performance consequence, gender difference
- **Cycle 5 and beyond**: Look for opportunities to increase robustness of theoretical extensions (ongoing)

Next class

Next class

- Read the two papers
- Submit your comments/ questions by **Tuesday night**